

Skills Matrix Definitions of Categories

- **Listed Governance Experience** - prior listed company Board experience (ideally NZX 50). At a minimum will have worked with Boards in an executive or professional capacity for at least 5 years.
- **CEO Experience** - experience as a CEO of a publicly listed or large private stand-alone company.
- **Infrastructure** - familiarity with oversight of large (multi-billion dollar) infrastructure projects, and the management of significant expenditure.
- **Property** - proven skills and experience in property development and management. Direct experience in making property investment decisions and evaluating risk/return scenarios.
- **Risk Management/Audit** - an understanding of both financial and non-financial risk management, and the ability to assess risk associated with the operation of long-life assets, safety, government policy, and growth opportunities. A strong accounting and finance background to satisfy the "financial expert test" according to both NZX and ASX corporate governance guidelines and requirements. Possessing financial skills and/or qualifications and experience to Chair the Board Audit Committee. Most likely having held the position of either CFO in a significant publicly listed company, or leadership positions in major accounting firms or investment banks.
- **Capital Markets/Capital Structure** - strong knowledge of debt and equity capital markets, and some level of experience with mergers and acquisitions. Experience leading or overseeing the corporate finance function within a large business or investment banking environment. Experience dealing with a range of funding sources and capital structuring models.
- **Regulation Experience** - experience with a regulated entity (e.g. energy, utilities, pricing, infrastructure). Having a good level of understanding of regulatory economics.
- **Shareholder/Stakeholder Connectivity/Iwi relations** - extensive experience interfacing with New Zealand shareholders and local communities, both local and central government(s), and other key stakeholders. Has worked in businesses with a diversity of stakeholders, having played a role in successfully engaging them over time. Known to, and credible with, investment communities. Iwi relations in order to predict sentiments and utilise relationships to influence outcomes.
- **Airports/Aeronautical** - have operated with, or worked for, Airports or Airlines.
- **Customer Experience/Retail** - experience with driving customer experience, insights and traffic. Knowledge of customer segmentation models and how to influence customer behaviour in an increasingly digital world. Extensive experience in retailing and/or consumer services and products, most likely obtained as a senior executive with direct marketing, merchandising and/or retail operations responsibilities.